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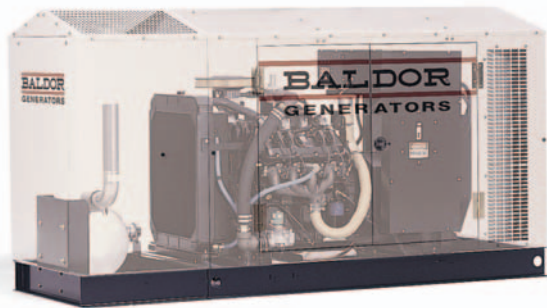


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*What do your customers really think of you?  
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*Exhaustive testing and analysis drove this  
project's design. Page 19.*



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## From the Top

Dale Slemp, 2006 EGSA President



# The Pace of Global Warming

As we get older, we tend to become set in our ways. In fact, physical and mental flexibility seem to come at a premium. Change, while never easy, seems more challenging than it ought to and “thinking outside the box” can bring on a crippling migraine.

As comfortable as maintaining the status quo may sound, however, change and flexibility are essential tools for survival and success in today's marketplace. They're also among the best tools for dealing with outside forces that can make or break your business. One of those forces is global warming.

Whether you embrace the belief that greenhouse gas emissions are heating up the planet is immaterial. The fact is that governments around the world have already begun to pressure their manufacturing industries to curtail their emissions and

become more efficient. You can bet a few incentives are probably being put on the table, too—anything from tax breaks and tariffs to debt forgiveness and bond issues for new plant construction. In short, global warming leads to more efficient—more competitive—industry.

Now think it through to the next level: industries that are more efficient and competitive make products that are more efficient and competitive. Suddenly, global warming takes on a whole new meaning, doesn't it?

That's where change and flexibility come in. As global warming becomes more of a reality, regulators and environmentalists will be pushing for even stricter emissions standards and advocating for wider use of alternative “green” technologies. While diesel is far from dead, it does face an uphill road in the future. With fuel supplies gradu-

ally dwindling and prices rapidly skyrocketing, what strategies can diesel generator manufacturers employ to ensure that they maintain their dominance of the On-Site Power market? Has the time come for the development of diesel/electric hybrid generators?

There are a lot of issues at stake here, and I don't have the answers. However, I do know that our industry has the potential to turn all of these issues on their heads. On-Site Power, with its broad range of technologies and applications, has always been driven by solutions. Change and flexibility have been the hallmarks of this industry and they will continue to serve us well as long as we value them. Global warming is setting the pace for our overseas competitors. Let's make sure the U.S. On-Site Power market doesn't fall behind. ■



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## Education

George Rowley, EGSA Director of Education



# The EGSA Electrical Generator Systems Technician Certification Program

We are very pleased that after many months of development, the EGSA Electrical Generator Systems Technician Certification Program is a reality. We thank you for your patience during the time the program has been under development. And we especially wish technicians who plan to take the test the best of luck and good fortune. The program was developed by Corporate and Professional Development Services at Ferris State University in collaboration with EGSA and our panel of experts. Ferris will administer the program and its responsibilities include scheduling tests, administration of the test, notification of results, and records keeping.

### Pilot Testing

Before implementing the program we conducted a pilot test to statistically validate the test and the results. 57 technicians took one of two tests (each having approximately 250 questions). After pilot testing, our panel of experts was reconvened to make some important adjustments to the test, which enabled Ferris State faculty to establish a passing score for the pilot and subsequent tests and to prepare "final" versions of each test. We now have two, 200-question tests with identical levels of difficulty. At their Fall 2005 meetings, the Certification Committee and the EGSA Board of Directors set the "official" passing score as 75%. The results of the Pilot Test are represented in Table 1.

Based on the pilot testing results, it seems clear that the test did what it was supposed to do: identify proficient technicians with a working knowledge of: electricity; a gen-set's electrical and mechanical components; and gen-set installation, service and maintenance.

Detailed information about EGSA's Electrical Generator Systems Technician Certification Program may be found on the EGSA website ([www.egsa.org](http://www.egsa.org)). The following article is an abbreviated version of what is on-line. If you need more information, contact George Rowley, EGSA Director of Education at 561-750-5575 x 210 or by an e-mail to [g.rowley@egsa.org](mailto:g.rowley@egsa.org)

Table 1

Composite Results of Pilot Test Version 1 and Pilot Test Version 2

	# Taking Test	# Passing Test	% Passing
Less than 1 year experience	18	3	17%
2 to 5 Years experience	20	13	65%
5 or more Years experience	19	16	84%
Total taking test	57	32	56%

### The Benefits of Certification

As technology becomes more complex and more costly, end-users want assurance that only qualified personnel are installing and servicing their equipment. Suppliers want to ensure that skilled technicians are performing maintenance and service to guard against returns or warranty repairs. And technicians want recognition for their proficiency, knowledge, and expertise. The EGSA Electrical Generator Systems Technician Certification program offers each of these groups an opportunity to turn "we want" into "we have."

### How does the program work?

The key to the program is passing the Certification test. The test consists of 200 multiple-choice questions developed by knowledgeable experts working in our industry. Testing covers Basic Electricity, Prime Movers, Generators/Alternators, Engine Generator Instrumentation and Controls, Governors, Automatic Transfer Switches, Voltage Regulators, Multiple Generator Switchgear & Controls, Auxiliary Support Systems, and Troubleshooting System Problems.

### Preparing for the Certification Test

The test measures comprehensive knowledge of the areas listed above that are normally acquired through on-the-job experience and training. The most authoritative and comprehensive current source of information on On-Site Power generation and available from EGSA is *On-Site Power Generation: A Reference Book*. Also helpful will be studying handouts from training courses, product literature and service manuals, and current industry standards. A "Study Guide" for the Certification Test will soon be available through Ferris State University.

### Can the EGSA On-Site Power School help me prepare for the test?

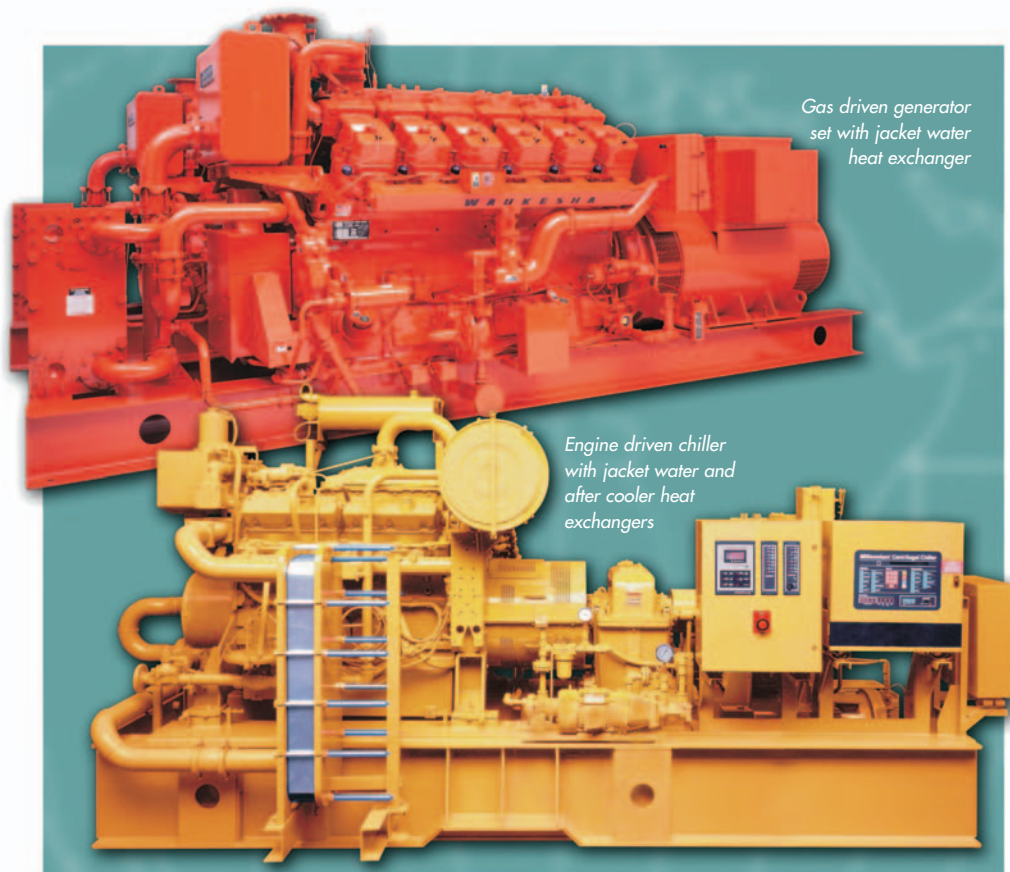
In some ways, yes; in some ways, no. Our Schools provide a broad technical overview of On-Site Power Generation Systems. But they may not convey the "in-depth" knowledge needed to pass the test. On the other hand, the School, especially when combined with our CEU program, can help set the stage for test preparations by helping identify areas of knowledge and areas in which further study may be needed.

### How do I apply to take the EGSA Certification Test?

An application form is available on the EGSA website as is information about fees and where to send the application. ■



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## Codes and Standards

Herb Whittall, EGSA Technical Advisor

# NFPA is Looking for Power Professionals to Serve on Committees



The National Electric Code (NEC) Panel Committees met in Hilton Head, South Carolina January 9-21. These committees review and vote on the proposals submitted by the public that request revisions to the 2005 version of the NEC. Panel 13 covers the following articles: 445 Generators, 455 Phase Converters, 480 Storage Batteries, 690 Solar Photovoltaic Systems, 692 Fuel Cell Systems, 695 Fire Pumps, 700 Emergency Systems, 701 Legally Required Standby Systems, 702 Optional Standby Systems and 705 Interconnected Electric Power Production Sources. There were 188 proposals submitted for those particular sections of the NEC. Each of the proposals was debated and voted on by panel members. The proposals will now go out for balloting and comment by the submitters and the general public. The committee will meet again in December,

2006 to discuss the comments they have received. The committee may even change its vote on these items. **So, if you see something you do not agree with, please submit a comment to NFPA.** Finally, NFPA members will vote on the final draft at the June 2007 NFPA General Membership meeting. The agreed-upon text will then be published as NEC 2008.

Brooke Stauffer of the National Electrical Contractors Association (NECA) requested that a Fine Print note be added to Article 445 saying "Accepted industry practices are described in ANSI/EGSA/NECA 404-2000, Recommended Practice for Installing Generator Sets, ANSI/NECA 406-2003, Recommended Practice for Installing Residential Generator Sets, and other ANSI-approved installation standards." This proposal was turned down because the NEC is not a

training manual or an instruction manual for untrained people.

Items of interest to EGSA members included:

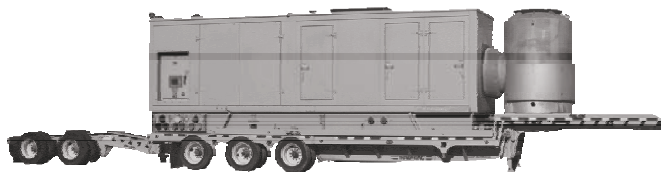
445.18 *Disconnecting Means Required For Generators*: the words "lockable in the open position" were added in the first line of the text after "disconnect(s)."

Section 445.19 (*Ground Fault Interrupter Protection for Receptacles on Portable Generators*). All 125 volt and 120/240 volt single-phase 15, 20 and 30 ampere receptacle outlets that are a part of portable generators shall have listed ground-fault circuit interrupter protection for personnel) was added to the end of Article 445 in anticipation of UL2201 – Portable Generator Sets. In UL2201, "portable" indicates a compact generator set that is small enough to hand carry.

*Continued on page 12*

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## Codes and Standards

Continued from page 10

Article 690 was almost completely rewritten since Photovoltaic Systems are a new addition to the code. Plus, they're going through so many changes as they become more commercially available. There was much discussion about grounding photovoltaic systems, so a task group was set up to work out all the nuances and the appropriate language. They put in a lot of hours, working until 1 a.m. one night before coming to a consensus. They also rewrote Article 705 to incorporate IEEE 1547 Interconnect Standard concepts. If you are interested in receiving a copy of these rewrites, please contact me. Article 690 is 19 pages long; Article 705 is 8 pages long.

Since Article 695 Fire Pumps is mostly extracted material from NFPA 20 and NFPA 20-2006 is now in the ballot stage, there was a proposal to revise Article 695 to better correlate with NFPA 20 Chapter 9. A rewrite was done, and I have a copy available for distribution.

In Article 700, Larry Bey's proposals to add a sentence to Articles 700.6(C) and

701.7(C) were accepted. A second sentence—"Automatic transfer switches, rated 600 VAC and below, shall be listed for emergency system use"—has been added to both articles.

There were many minor changes to Article 700 but several were significant. Article 700.9(D)(3)—"Generator Control Wiring. Control conductors installed between the transfer switch and the emergency generator shall meet the conditions of 700.9(D)(1)"—was added. This means that, in certain cases, the wiring must be protected for a one-hour fire rating.

The subject of transfer switch coordination in Article 700 and Article 701 was raised by about 20 of the 188 proposals covered. There was a lot of discussion on this subject since coordination also is included in NFPA 110 but with slightly less rigid wording than in Articles 700 and 701. Coordination was included during the 2005 NEC cycle by a very close committee vote and ballot. At the time, end-users, installers and maintenance members were very much in favor

of keeping the current wording. This time, the vote was even more heavily weighted in favor of keeping the current wording. All attempts to modify the wording were rejected, so Articles 700.27 and 701.18 will remain as they are in the 2005 NEC. ■



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# Position Yourself with Power

*By Dave Kahlle*





His eyes were narrow and bloodshot from staying out late and partying too heavily the previous night. A two-day old stubble framed his face. He was wearing a dark colored tee shirt, which he hadn't tucked in, a pair of jeans, and scuffed loafers which had probably never seen shoe polish. It was the second day of my Sales Academy seminar, and this participant in the program was complaining to the group that his customers were only interested in low price.

I didn't say this, because I didn't want to embarrass him in front of the group, but I thought it none the less: "Do you think your appearance and demeanor have anything to do with your customers' reaction? Do you think that you may give them the idea that you are the lowest rung on the pricing scale? Is it possible that you have inadvertently positioned yourself as the Wal-Mart of the industry?"

I remember, as a child, having a salesperson call on my family. He had an appointment to discuss a correspondence course for one of us. He drove a big Lincoln, dressed richly, spoke articulately, and carried himself with confidence. It wasn't a coincidence that we bought his program without quibbling about the price.

These two scenarios illustrate a powerful and frequently overlooked best practice in the world of sales: Whether you intend to or not, you always create a position in the minds of your customers, and that position influences the customer's attitudes toward you as well as the buying decisions that follow. In other words, if you look like you're the low price, your customers will expect you to be the low price.

It follows, then, that if we are going to be effective, professional sales people, we ought to give thoughtful consideration as to how we position ourselves in the minds of our customers.

Let's begin by developing a deeper understanding of the concept of positioning. "Positioning" has long been bandied about by advertising mavens and marketing gurus. They define it as the place that your brand or product has carved out in the mind of the customer. It's the pictures that enter your customers' minds when they think of your product—the feelings that your product evokes, the attitudes your customers associate with your product and what thoughts they have of you.

Chances are, for example, that the words "Volkswagen Beetle" elicit responses from you that differ from those evoked by

"Chevrolet Corvette." Your expectations regarding quality, price and service when you enter a Wal-Mart differ from those you have as you step inside Saks Fifth Avenue.

Businesses anxious to carve out a valuable position in the minds of their customers spend billions of dollars every year to carefully craft these impressions. Alas, if only the same thing could be said of many salespeople.

Just like the carefully designed impressions advertising media inexorably chisel into our psyches, repeated visits by a salesperson can implant expectations, pictures and emotions into the minds of our customers. The position you, as a salesperson, occupy is a complex intermingling of the customer's perception of your company, your solutions and your self. The most effective salespeople and sales organizations understand that; and they consciously work to create a positive position in the minds of their customers.

### Creating your position

Let's begin at the end. Start by thinking deeply and with some detail about what sort of position you want to create in the minds of your customers. What, exactly, do you want your customers to think of you? Let me suggest two possibilities: the "minimum acceptable" position and the "ideal" position.

At a minimum, I believe that your customer should view you as a competent, trustworthy person who brings value to the sales transaction. Your customer believes that you generally know your product's strengths and weaknesses, that you generally know the customer's issues, and that you can be relied upon to do what you say you will do. That's the least acceptable position to which you should work towards. If your customers don't think of you in this way at the very least, you probably should not be in sales.

The "ideal" position may be found at the other end of the spectrum. This position builds on the minimum, but it adds a specific understanding on the customer's part as to your unique combination of strengths and attributes. It evolves as you develop a history with the customer until you occupy a position that is totally and uniquely yours, a position that carries with it the expectation that your strengths add value to the time the customer spends with you in some specific and unique way.

The ultimate test of the power of your position is the customer's willingness to

see you and his resulting preference to do business with you.

Here's an illustration. If you were shopping for an automobile, a low-mileage late model Taurus would probably provide you with competent, reliable transportation. So, when you think of that specific automobile, it evokes a set of ideas in your mind that revolve around the idea of competent and reliable transportation. Now, think of a brand new Lamborghini and you perceive that, while it also is transportation, it delivers it with a unique flair—an experience that is far above and beyond "reliable transportation." That flair is the result of the unique strengths that particular automobile conveys to your mind in a graphic way.

The same can be said of salespeople. You want to position yourself in your customer's mind as the equivalent of the Taurus at the very least. But if you really want to carve out a unique, memorable position in your customer's mind, you strive to make them think of you as a Lamborghini.

The question then is: how do you want your customers to think of you? Once you articulate a specific picture, you can then start to carve out that position. Here are four essential steps to help you convey a positive position to your customers.

### Step 1. Soberly assess yourself.

What sort of position are you currently occupying in the customer's mind? Be as objective as possible as you think through each of the issues listed below, and compare yourself to your competitors. How do you stand on...

- a. your appearance
- b. your product knowledge
- c. your understanding of company policies and procedures
- d. your competence with basic sales skills
- e. your understanding of the customer
- f. your bearing and demeanor.

If you find that your rank below your competitors on any of these issues, then you need to spiff them up so that you are thought of, at least, as a Taurus. Then, you can begin to move toward the Lamborghini position.

### Step 2. Start on the inside.

In my book, *Ten Secrets of Time Management for Salespeople*, I propose that you "get grounded." That advice is based on the observation that it is difficult to sustain a false position. It is all a whole lot easier if you portray yourself to be who you are. Integrity, meaning consistency between who you

are and who you present yourself to be, is a foundation to a positive position.

In order to do that, you must clearly understand who you are. That means that you crystallize, in a written document, these three issues:

- a. **Your purpose.** This really speaks to your spiritual orientation. Why are you here? What is your purpose in life and in this job? Why are you doing this anyway?
- b. **Your vision.** What would you like to become? What do you see as possible and ideal in your job, your career, and in your life?
- c. **Your values.** What are the highest priority items in your life and in your job? What are the people, ideas, behaviors and qualities of character that are most important to you?

Once you have thought deeply about these internal issues, you'll find it much easier to live them. The process of articulating them and putting them on paper keeps you focused and attentive to the deeper issues.

### Step 3. Do a sober assessment of your strengths.

If you are going to position yourself in the eyes of the customer as having some



combination of uniqueness, you first have to identify what those unique strengths are. What are your personal unique attributes, experiences, and passions as it relates to this job? Do you have some special experience? Do you have some unique capabilities? Do you have some unique relationships? Do you have some unusual characteristics?

Identify those strengths on a piece of paper, and then add a line or two on how each of those can bring value to the customer.

At this point, you will have done the necessary homework to make the job of building a unique position much easier. You now know who you are and what strengths you can bring to your customers. Now comes the fun.

### Step 4. Continually seek opportunities to convey your brand.

Act in a way that is consistent with your statements of strengths. For example, if you say that you are good with high technology, don't take notes on a scratch pad—put them into a PDA. If you say that you are personally attractive, don't forget to shave before you make a sales call. Be consistent: act like the person you claim to be.

Find ways to utilize your strengths and emphasize your uniqueness. In one of my sales positions, for example, I recognized that I had some unique talents in speaking to groups. I was able to consistently find ways to organize and present seminars and workshops to my customers. I could have made individual sales calls to six customers, but I found that when I brought all six together in

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a group, I was more effective. It was just me utilizing my strengths.

Be creative. One of my strengths happened to be my wife; she's a gourmet cook and extremely good with anything that even remotely looks like food. We collaborated and, as Christmas gifts for my customers, she would make dozens of varieties of homemade cookies and candies, and I'd pack them uniquely for each customer. Within a year or two, everyone looked forward to my arriving with our annual Christmas present.

Develop a reputation by intention. Decide what you want to be known for and then work to consistently make that happen. One salesperson makes sure, for example, that he doesn't call on a customer unless he has something to share that he believes his customer will find valuable. As a result, he has no problem getting time with his customers. He's developed a reputation for always bringing something of value.

If you want to be known as the most responsive salesperson, develop a system that allows you to respond to every phone call within an hour or two. If you want to be known as a fountain of product knowledge,

make sure that you study every price list and piece of literature on every product that you sell. If you want to be known as a specialist in some application, make sure that you know that application inside and out.

Consider everything that you do. Question every single aspect of your interaction with the customer and gradually tailor each facet to match the position you want to gain. If you want your customer to think of you as confident and competent, don't drive a dirty, 10-year-old car. If you want your customer to think of you as being worth an extra couple percentage points in price, don't come in wearing wrinkled Dockers and a dirty t-shirt. If you want to be known as intelligent and articulate, don't use slang.

The position you occupy in the minds of your customers is a powerful and subtle component of an effective salesperson's approach. Consistently working and building a positive position will pay you dividends for years to come.

#### About the Author

Dave Kahle, the Growth Coach, is a consultant and trainer who helps his clients

increase their sales and improve their sales productivity. Dave has trained thousands of salespeople to be more successful in the Information Age economy. He is the author of over 500 articles, a monthly e-zine, and six books including his most recent Career Press release "Ten Secrets of Time Management for Salespeople." His Kahle Way® Sales Management System empowers sales managers to instill accountability and communication in the sales force. You can join Dave's *Thinking About Sales* electronic newsletter online at [www.davekahle.com](http://www.davekahle.com). For more information or to contact the author, contact DaCo Corporation, 3736 West River Drive, Comstock Park, MI 49321; 800-331-1287, Fax 616-451-9412; [info@davekahle.com](mailto:info@davekahle.com) or visit [www.davekahle.com](http://www.davekahle.com) ■

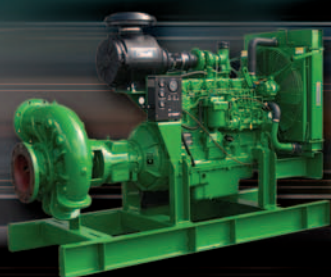
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# Deadline Nears for David I. Coren Scholarship Program Applications

Students seeking financial assistance to further their On-Site Power education have until May 1 to submit their applications for the David I. Coren Scholarship Program. The Electrical Generating Systems Association (EGSA) established the program to provide financial assistance to students who plan to seek employment in the On-Site Power Generation industry after they have successfully completed their studies.

Typically, up to \$2,000 per academic year is available to each of up to 10 qualified students who successfully compete for a scholarship. However, the amount of the scholarship and the number of scholarships awarded may vary from year to year.

Scholarships are awarded each July for the upcoming academic year. Payment will be made directly to the school on the student's behalf, based on the school's academic calendar (quarters, semesters, etc.).

Applicants must be enrolled (or accepted) as a full-time student at a Vocational-Technical School, Community College, or

a two-year or four-year educational institution, have a declared major that is related to the On-Site Power Generation industry, and maintain a cumulative GPA of 2.8 (A = 4) or above.

Academic and personal achievements (merit) will be used as the primary basis for the award of scholarships. Financial need may be evaluated as a secondary consideration.

In awarding scholarships, the EGSA Scholarship Committee will examine each application and its supporting documents to determine that the applicant is taking the necessary steps to reach the goal of employment in the On-Site Power Generation industry.

Those who plan to seek employment in the On-Site Power industry after graduation and have declared a major related to the On-Site Power industry, are encouraged to submit an application and the required supporting documents to EGSA.

Applicants are solely responsible for gathering and submitting all of the neces-

sary information. Since each applicant will be evaluated on the basis of the supplied information, every question should be answered as completely as possible. All of the information submitted is considered strictly confidential.

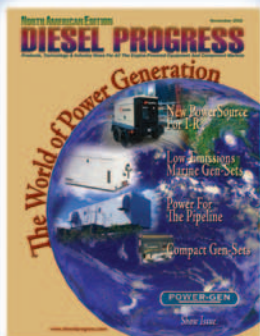
In addition to the completed application form, applicants must submit a copy of their transcripts to support the application. If an applicant is entering his first year of On-Site Power-related studies, he must submit a Letter of Acceptance from the school. Applicants must also instruct their school's Financial Aid Office to complete a form and submit it to EGSA. Each applicant will be asked to submit a brief essay along with two confidential references from people who are familiar with the applicant's skills, interests, and ambitions.

Complete information—including an Application Packet you can download—can be found on our website at [www.egsa.org](http://www.egsa.org). For additional questions, call 561/750-5575 and ask to speak to the EGSA Director of Education. ■

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# On-Site Power Backs Up Australian Nuclear Reactor

By Don Ferreira, Editor

As an exercise in engineering, the nuclear reactor may be one of the highest achievements man has ever made in his pursuit for cheap, clean energy. Even so, it's often what's behind the scenes that can make or break a project. That was the case recently in Sydney, Australia where a standby power plant was constructed using diesel gensets to provide emergency back up power for a nuclear research reactor. The entire project proved highly challenging for genset manufacturer Cummins Power Generation because it required the most exhaustive seismic analysis the company had ever conducted for its gensets.

The research reactor was commissioned in 2005 to replace the High Flux Australian Reactor (HIFAR), Australia's national research reactor for nearly 50 years. The new reactor—dubbed the Replacement Research Reactor (RRR)—is backed up by three gensets for a total of 2.5 MW of standby power. As a research facility, the RRR is just 1/100 of the size of a commercial nuclear power reactor but uses the same low-enriched uranium fuel as its larger cousin to generate 20 MW of thermal power. As part of the Lucas Heights Science & Technology Center, the research facility allows scientists from around the globe to perform world-class research using high-energy neutrons to expand our knowledge of nuclear medicine and subatomic physics.

Like most veteran producers of nuclear power, Australia took steps to ensure that its new nuclear research facility was secured against the threat of severe seismic loads. In fact, the facility is said to be strong enough to withstand the predicted magnitude of a once-in-10,000 years earthquake, an unlikely event even though the site is located near a geological fault (fault analysis provided conclusive evidence that no movement had occurred in the last five million years). Be that as it may, the standby power plant had to demonstrate the same ability to withstand such a severe seismic event.

Seismic considerations are increasingly of concern to On-Site Power professionals now that the International Building Code (IBC) is gaining wide acceptance, both here



Two of the three Cummins back-up generators can be seen in place at the Lucas Heights Replacement Research Reactor.

in the U.S. and abroad. (Editor's note: See Richard Berger's article on *Seismic Requirements and the IBC* in the November/December 2005 issue of *Powerline*.)

Under the IBC, not only did the standby power plant—designated as an “emergency” power source for the research facility—have to match the reactor for seismic strength, it had to exceed it in order to prove “on-line performance” after a seismic event.

## System designed for reliability

Cummins Power Generation was chosen to design, construct, install, test and commission the standby power system and to conduct a series of sophisticated tests to ensure the system would be reliable during a major seismic event. The system consists of three generator sets with a standby rating of 833 kW each. The system is linked to the nuclear reactor using digital master controls and networking technology proprietary to Cummins.

Thorough seismic analysis was used to ensure structural integrity of the generator sets, enclosures, fuel tanks, control systems and associated piping in the event of an

Under the International Building Code (IBC), the standby power plant had to exceed the reactor for seismic strength in order to prove “on-line performance” after a seismic event.

earthquake. All connection points between the generator components and skid frame were analyzed for integrity, while muffler bellows, fuel lines and electrical connections were also subjected to scrutiny. Even the running frequency of the generators' engines was compared with the vibration frequency of an earthquake to make sure that the engine's moving parts did not amplify the effects of ground movement.



## Nuclear Reactor

Continued from previous page

The generator sets' acoustic enclosures and dual-walled fiberglass fuel tanks were also tested and verified under seismic loading. Additionally, even the wind loads on the enclosures and the effect of these loads on the concrete slabs upon which the generators were mounted were included in the analysis.

The gensets and their controls were tested at the Cummins Power Generation manufacturing facility in Singapore with representatives from INVAP, the Argentinean construction firm heading up the project, and its partner, the Australian Nuclear Science and Technology Organization (ANSTO) in attendance. While some manufacturers might balk at inviting clients into the laboratory environment, David Van Brussel, contracts manager for the Cummins design team, noted how their presence had a positive impact on the entire project.



Mark de Lacey of ANSTO (left) and David Van Brussel of Cummins Power Generation witnessed the seismic tests.

"It was a worthwhile exercise having INVAP and ANSTO in attendance," says Van Brussel. "It reinforced their confidence in Cummins' quality procedures and it also showed exactly what our generator sets

can do. Witnessing a generator being put through its paces, seeing the turbos glowing red hot under load while the test team goes calmly about its work is invaluable in expanding a client's knowledge of the prod-



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uct. INVAP and ANSTO have both placed a high level of importance on quality procedures for design, manufacture and testing to ensure that the products they are purchasing not only meet the specific requirements of the project but also the manufacturer's own claims and standards."

### Only minor modifications needed

Despite the exhaustive amount of testing and analysis, only minor changes were required in the end, said Van Brussel. A special engine-driven fuel transfer pump, for example, was needed to complement the traditional electric pump used to transfer fuel from the three 30,000-liter (8,000 gallons) underground tanks.

Other changes included mounting the controls panel directly to the skid base, beefing up the skid base vibration isolators and removing the rubber isolators between the engine/alternator assembly and the skid base. The starting batteries also had to be capable of 10 consecutive cranking cycles, so four 12 V batteries were fitted instead of two and the battery leads were doubled in size to minimize the voltage drop.

In the end, attention to detail and a commitment to exacting specifications by all involved parties delivered a facility uniquely designed to meet the client's needs and prove its ability to continue functioning even in the most extreme emergency. ■

Cummins Power Generation is a member of EGSA and a leading manufacturer of On-Site Power equipment. For more information, visit [www.cummins.com](http://www.cummins.com)

The Cummins generators and their acoustic enclosures were subjected to exhaustive analysis to determine their structural integrity.



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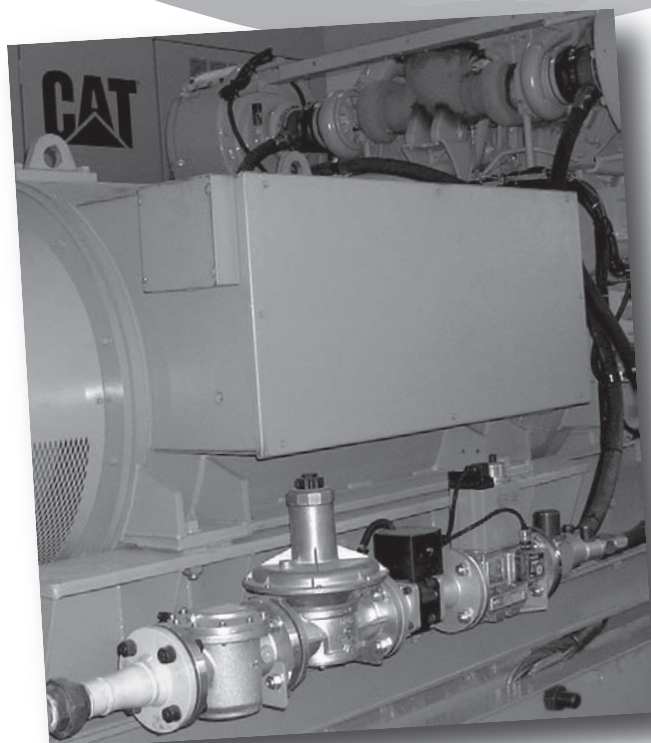
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# Responding to Disaster: Leadership in Times of Crisis

By Michael Canic, Principal of Edge Consulting Services, and Brett Reagan, Executive Vice President and General Manager of Point Eight Power

Hurricane Katrina had a devastating impact on many levels -- human, material and economic. Like most companies, we had no contingency plan to deal with the prospect of a major hurricane. When it became apparent that Katrina was likely to be such an event, almost all of our employees at Point Eight Power evacuated the New Orleans area.

As the hurricane struck, we recognized the urgent need to develop and aggressively implement a disaster response plan. Within 72 hours of landfall, we had developed such a plan and implementation was well under way.

## Five Pillars

We based our plan on five pillars of crisis management:

**1. People First.** The first responsibility of leaders is to their people. Our primary objective was to account for our employees and their families. Were they alive? Were they safe and unharmed? A related issue involved how to attend to their needs. At least some were likely to need shelter, food, water, medicine or money. Anticipating this, we established a needs-response protocol and began to coordinate a relief effort.

**2. Communication is King.** We knew that a comprehensive and aggressive communications effort would be critical to our success. Yet the obstacles were formidable. Landlines and cell phones in Southern Louisiana were inoperable. Our Web site and e-mail were down and the status of our servers unknown. We had no Web mail alternative.

Through the efforts of our IT partner, Rockin' Media in Colorado, we were able to secure third parties to temporarily move our Web domain to new hosting, establish webmail access, and redirect our 1-800 number. We then created daily messages on the Web site, including a General Manager's update as well as dedicated sections for employees, clients, and suppliers. Employees were urged to fill in a template with contact and status information. We also wanted to reassure our clients and suppliers that not only had we survived,

but were aggressively managing a disaster response plan with the intention of meeting all our commitments.

It quickly became clear that to establish a viable control center for communications we needed a physical presence outside of Louisiana. We secured temporary office facilities in Houston after receiving numerous offers from both clients and strategic partners. Almost immediately we were able to convene daily leadership team meetings by phone. A prime focus was to develop and implement plans for direct contact with employees, clients, prospective clients and suppliers. The seven-days-a-week meetings

in close contact with our parent company to address needs with respect to banking, insurance claims and legal advice.

**3. Gather Intelligence.** In the days immediately following the hurricane, uncertainty reigned. Did our facilities still exist? Were they accessible? Were our work-sites safe and secure? Was our equipment in working condition? Was work-in-progress undamaged? We decided to pursue a joint strategy -- organize a reconnaissance mission of our facilities and concurrently research and secure access to alternate production facilities.

Without access to our server and e-documents, we needed to piece together the status of our current contracts -- production versus commitments. We also needed to determine the status of our leads and proposals. Our explicit goal was to meet every one of our existing commitments and not miss a beat with our business development efforts. To accomplish this we engaged our employees, clients, prospective clients and suppliers.

Intelligence was also required to ensure the controlled flow of money. What was the status of our bank's operations? Could deposits, payables, payroll and taxes all be processed? Again, an unrelenting contact effort helped us ascertain the answers and make adjustments as necessary.

**4. Manage Morale.** For many, relief came in the form of finding others or being found. However, after the feelings of relief subsided, the enormity and uncertainty of the recovery effort loomed large on people's minds. Would we survive as a company? Would everyone get paid? Would layoffs be necessary? Morale was understandably fragile.

People needed to see a light at the end of the tunnel. Consequently we developed a vision and enlisted everyone in our efforts to achieve it: A handful of success stories will emerge in the aftermath of Hurricane Katrina; a handful of companies who with focus, alignment and commitment will overcome the obstacles, survive and thrive. We will be one of those stories.

A handful of success stories will emerge in the aftermath of Hurricane Katrina; a handful of companies who, with focus, alignment and commitment will overcome the obstacles, survive and thrive. We will be one of those stories.

ensured the leadership team stayed current and on task. Every meeting began with an update of how many employees had been located and their status.

Regular employee phone meetings were then established. We recognized that real-time contact would provide much needed emotional support as well as critical information. We dealt with many questions regarding the state of our facilities and the business as well as their employment and pay. Contacting our business support network was also a priority. We stayed

*Continued on page 25*



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What's more, you can extend your learning with two extra days of optional sessions that cover prime mover fundamentals, basic electricity, troubleshooting, specifications and bid documents and multiple generator configurations.

With our new Continuing Education program, professional engineers can earn up to 3.1 CEUs to help maintain licenses and professional society memberships. When you register, be sure to sign up for the Continuing Education tests.

For complete information on EGSA's On-Site Power Schools (including a schedule and registration materials), and full details on our Continuing Education program, visit us online at [www.egsa.org](http://www.egsa.org).

### **Electrical Generating Systems Association**

1650 South Dixie Highway, Suite 500

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Email us at [e-mail@egsa.org](mailto:e-mail@egsa.org)

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## Responding to Disaster

*Continued from page 23*

Frequent management contact was also central to maintaining morale. We needed to convey messages that were positive but grounded in reality. We had our managers over-communicate to continually provide focus, reassurance, support and recognition.

**5. Honor the Heroic Efforts.** Crisis provides the opportunity for heroic efforts, and we witnessed many such efforts at Point Eight Power. Dave Motto, our production manager, realized the impact of monitoring the facility in real-time. Dave decided to ride out the hurricane *at the facility*, which enabled him to react to events that would otherwise have proven devastating. For example, he discovered the large bay-doors to the facility had blown off their tracks. Reacting quickly, he backed up service trucks against the doors, preventing them from breaking away and avoiding a huge inflow of water.

David Doell, the facilities manager, spent many long hours securing our servers and relocating them to Houston. Without this equipment, estimating, engineering and accounting functions would have been severely impacted. His efforts allowed the temporary operations in Houston to quickly go live with minimal disruption.

While many employees were selfless in acting to protect the company, a large number reached out to those outside of the Point Eight Power family. These employees focused on the less fortunate members of the community and provided shelter, food and support in many forms. There was no shortage of heroic efforts.

Six weeks after the hurricane we decided the dust had settled enough to hold an all-employee appreciation party. It signified that our collective efforts had succeeded in guiding us through the first phase of recovery. Additionally, employees who voluntarily reported for work in the weeks immediately following the hurricane received full pay and compensatory vacation time. Those whose efforts were truly exceptional received travel vacations with their spouses.

## Outcomes

Within two weeks of the hurricane we verified the safety of the areas surrounding our facility and obtained access passes for employees. A contingent of volunteer employees returned to work. Subsequent to clean-up and repair activities, and with standby generation available, production

operations were quickly resumed. To help this core team be self-sustaining, we dispatched a support van filled with food, water, cookware, sleeping bags and DVDs from Houston.

Within three weeks, we had located all but one of our more than 100 employees. Thankfully, all were unharmed. Yet many suffered damage to their homes and possessions. Two individuals lost everything. Our employees pulled together, however, and provided shelter, food and clothing to those who were impacted.

Client relationships were effectively preserved. Almost all of our commitments were met. For the few that weren't, we pre-negotiated modest schedule adjustments. Several customers expressed amazement at the speed of our recovery after the hurricane. Supplier relationships were similarly preserved.

Point Eight Power was effectively up and running while many other companies were just beginning to assess their situation.

## Lessons Learned

Of the many lessons we learned, a handful stood out:

**1. Invest in contingency planning.** Although very few hurricanes have made landfall with the force of Katrina, it is clear in retrospect that even skeletal contingency planning could have mitigated our difficulties and those of many companies.

**2. Respond quickly and aggressively.** It would have been easy to spend days wondering what hit us and what to do. The "five pillars" gave us a template for action. Our leadership team provided the impetus.

**3. Anticipate the emotional roller coaster.** The first two months after Ka-

*Continued on page 31*

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# Most EGSA Distributor/Dealers say Certification will sharpen their competitive edge.

## How will you sharpen yours?

### Exciting news from EGSA

As part of its commitment to advancing professionalism within the On-Site Power industry, EGSA is proud to announce it has created the Electrical Generator Systems Technician Certification Program.

### Why certification?

Professional certification has become the hallmark of nearly every industry in the United States today. A wide range of professions—from the practice of law to construction to auto repair to nursing—embrace certification for one simple reason: It helps advance the profession. Certification gives you a broader picture of how your employees should be performing and motivates them to enhance their skills and knowledge. It even helps you evaluate potential new hires.

### Qualified, certified personnel

Today's technology is becoming increasingly complex; end-users—your customers—want to be assured that qualified, certified personnel are installing and maintaining their equipment. Your suppliers, likewise, want the assurance that maintenance and repairs are being performed by skilled technicians to guard against unnecessary returns or warranty repairs. Actively promoting certification to your technicians sends a message to those with whom you do business; it signifies your commitment to the highest of standards when it comes to the maintenance and repair of On-Site Power equipment.

Through rigorous testing, the program identifies generator technicians who have attained sufficient levels of skill, knowledge, and expertise to demonstrate proficiency in various aspects of generator set and On-Site Power generation systems maintenance and repair. Technicians who pass the test can proudly use the title "EGSA Certified Electrical Generator Systems Technician."



### How does it benefit you?

EGSA Certification helps ensure that your technicians have the critical knowledge and skills to succeed in their jobs. Not only does certification increase productivity, it also promotes customer satisfaction. Plus, it lends an added level of credibility to your firm and sharpens your competitive edge.





After two years of study and preparation, the EGSA Electrical Generator Systems Technician Certification Program is finally a reality. As our members have said, "We have seen too many backyard mechanics damage expensive equipment. This program will provide credibility for my company and will help build pride and a commitment from technicians to be the best." Check our website ([www.egsa.org](http://www.egsa.org)) for details about the program. If you have a specific question, contact EGSA Director of Education George Rowley at 561-750-5575 ext. 210 or via email at [g.rowley@egsa.org](mailto:g.rowley@egsa.org).

### About EGSA

EGSA is an international trade association whose members and interests span the globe. We are the world's largest association dedicated to serving the interests and needs of the On-Site Power industry.

EGSA was founded in 1965 by a half-dozen firms located in the Midwestern United States. Today, the Association has nearly 500 member firms. These manufacturers, manufacturer's representatives, distributor/dealers, energy management companies, engineers, end-users, service companies and others all have an active interest in On-Site Power generation. EGSA provides a wide range of services to meet the needs of its members and to benefit the On-Site Power industry as a whole.

To learn more about EGSA, visit us online at [www.egsa.org](http://www.egsa.org) or call our International Headquarters at (561) 750-5575.

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### Electrical Generating Systems Association

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[www.egsa.org](http://www.egsa.org)

# EGSA Job Bank

## Outside Service Sales Representative

TAW Inc. is seeking an experienced Outside Service Sales Representative in Charleston, SC. Founded in 1921, TAW has grown to become one of the largest rotating equipment repair houses and Kohler generator distributors in the country. Will sell generator repair services to new and existing clients in Charleston, SC. Will prepare quotes and proposals and conduct training for customers for newly installed generators. Prior exp. in Industrial sales desired and/or prior exp. selling generator products helpful. Must possess a good driving record and be computer literate. TAW offers competitive pay and benefits to include medical, dental, vision, Flexible Spending Account, short-term disability, optional life insurance, 401K and profit sharing, vacation and personal days. Qualified candidates can e-mail resumes to [recruiting@tawinc.com](mailto:recruiting@tawinc.com) or fax 813-612-2609. AA/EOE. DFWP.

## Outside Sales Representative

Davidson Sales Company is seeking an experienced Sales Representative for the Georgia and Alabama sales territory. Individual will be located in Atlanta, Georgia and will be responsible for the marketing and sale of our products to consulting engineering firms, power generation equipment suppliers and OEMs in the assigned territory. For more information, visit [www.davidsonsales.com](http://www.davidsonsales.com). You may e-mail your resume to [dsc@davidsonsales.com](mailto:dsc@davidsonsales.com) or mail it to Human Resources, P.O. Box 9086, Daytona Beach, FL 32120-9086.

## Technical Service Manager

*Shindaiwa Construction Products*

Provide technical support; prepare, present service school materials, bulletins, and other technical materials. Work directly with engineering department regarding product development, product issues. Requires electrical/mechanical aptitude, excellent communication skills, minimum 5 years experience in generator or related industry. Some travel required. Contact [careers@shindaiwa.com](mailto:careers@shindaiwa.com).

## Position Wanted

Individual with over 20 years of significant sales/management experience in the engine and power generation industry. Proven marketing and sales management skills with a track record of growth and profitability improvement.

Extensive and diverse power systems market segment experience, including: Petroleum, Marine, Agricultural, Mining, Governmental, OEM, Distributed Generation, CHP, and Foreign Governments.

Excellent understanding of the used and surplus markets. College degree, excellent interpersonal skills, participative management style, and strong, customer-led attitude. Ability to quickly make sound decisions. Willing to relocate. Please send reply via e-mail to [j.kellough@egsa.org](mailto:j.kellough@egsa.org).

## Generator Field Technician

TAW, Inc. is searching for experienced Generator Field Technicians in Ft. Myers, Orlando and Pompano Beach FL. Duties include: inspections, repairs, services and start-up of generators and ATS. Troubleshoot Generators and automatic transfer switches. E-mail resume to [ellen.donegan@tawinc.com](mailto:ellen.donegan@tawinc.com). Fax (813) 612-2609. AA/EOE. DFWP. Check out our web site [www.tawinc.com](http://www.tawinc.com).

**EGSA Job Bank Guidelines**—Looking to fill a position within your company? EGSA will publish, free of charge, EGSA Members' job openings and—space permitting—some of the applications submitted to the Job Bank. Blind box ads using the EGSA Job Bank address are available upon request. Companies who are not members of EGSA may utilize the Job Bank for a nominal fee of \$50. Please send your classified ad (limited to about 50 words) to: **EGSA Job Bank**, 1650 S. Dixie Highway, Suite 500, Boca Raton, FL 33432. Or, send it via e-mail it to: [j.kellough@egsa.org](mailto:j.kellough@egsa.org)

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# Application for Membership

## ELECTRICAL GENERATING SYSTEMS ASSOCIATION

1650 South Dixie Highway, Suite 500, Boca Raton, FL 33432 • (561) 750-5575 • FAX (561) 395-8557

E-Mail: [e-mail@egsa.org](mailto:e-mail@egsa.org) • World Wide Web: [www.egsa.org](http://www.egsa.org)

EGSA's mission is to bring together representatives of the various segments of the On-Site Power Industry, to learn, share ideas and experiences, advance the science of On-Site Power generation, improve performance and profitability of members, and the quality of service to power users.

### 1. Contact Information

Please type or print all information in upper and lower case (NOT ALL CAPS!)

Company \_\_\_\_\_  
Address \_\_\_\_\_  
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Zip/Postal Code \_\_\_\_\_ Country \_\_\_\_\_  
Phone \_\_\_\_\_ FAX \_\_\_\_\_  
Official Representative \_\_\_\_\_ Title \_\_\_\_\_  
Representative's E-Mail \_\_\_\_\_ Company's Web Address \_\_\_\_\_  
Are you interested in receiving ordering information for EGSA apparel? ☐ Yes ☐ No

### 2. Member Classification

Read the Membership classifications below and check the box that describes your firm's classification.

#### I. FULL MEMBERSHIP

- ☐ MF **Manufacturer Membership**  
Any individual, sole proprietor, partnership or corporation seeking membership must apply for a Full Membership as a manufacturer if they meet one or more of the following criteria:
1. They manufacture prime movers for power generation.
  2. They manufacture generators or other power conversion devices producing electricity.
  3. They manufacture switchgear or electrical control devices.
  4. They manufacture or assemble generator sets, UPS systems, solar power, hydropower, geothermal, or any other power production or conversion system including related components or accessories for national or regional distribution.
  5. They are a wholly owned subsidiary of a firm which qualifies under rule one through four.
- ☐ DD **Distributor/Dealer Membership**  
Any individual, sole proprietor, partnership or corporation actively engaged as a distributor or dealer for products listed under Manufacturer Membership may apply for Full Membership as a Distributor/Dealer. If an organization qualifies under Manufacturer Membership, it is not qualified under this section.
- ☐ MR **Manufacturer's Representative Membership**  
Any individual, sole proprietor, partnership or corporation actively engaged in the representation of products listed under Manufacturer Membership may apply for Full Membership as a Manufacturer's Representative. If an organization qualifies under Manufacturer Membership, it is not qualified under this section.
- ☐ EM **Energy Management Company Membership**  
Any individual, sole proprietor, partnership or corporation engaged in energy management, including Energy Service Companies (ESCOs), Independent Power Producers (IPPs), Integrators, Aggregators, and other similar enterprises may apply for Full Membership as an Energy Management Company.
- ☐ **Associate Full Membership** (mark appropriate category at right)  
Any individual, sole proprietor, academic institution, student, partnership or corporation meeting the requirements of Associate Regular Membership may apply for Full Membership at their option to enjoy the privileges of Full Membership, including the rights to vote and to serve on EGSA's Board of Directors. Initiation fees and annual dues will be assessed at the existing non-manufacturers' Full Member rates.

#### II. ASSOCIATE REGULAR MEMBERSHIP

- ☐ AA **Trade Publication Membership**  
Any trade publication dealing with the electrical generating systems industry or its suppliers may apply for Associate Membership—Trade Publications.
- ☐ AB **Trade Association Membership**  
Any trade association made up of individual or company members sharing a common interest in the electrical generating systems industry may apply for Associate Membership—Allied Associations.
- ☐ AC **Engineer Membership**  
Any consulting or specifying engineer may apply for Associate Membership—Engineer. Membership may either be held in the employer's name or individual's name under this classification. Individuals whose employer qualify as a Full Member, as described in the Full Membership section, do not qualify for this category.
- ☐ AD **End-User Membership**  
Any individual employee of a company who owns or operates electrical generating equipment and/or related switchgear or components, whose responsibility to his employer includes planning, design, installation, supervision, or service of such equipment may apply for Associate Membership—User. Membership may either be held in the employer's name or individual's name under this classification. Individuals whose employer qualify as a Full Member, as described in the Full Membership section, do not qualify for this category.
- ☐ AE **Service Membership**  
Any individual, organization or academic institution that offers services such as research, testing or repair to the electrical generating systems industry may apply for Associate Membership—Services. Membership may either be held in the individual's name or the organization's name under this classification. Individual companies whose employer or parent organization qualifies as a Full Member, as described in the Full Membership section, do not qualify for this category.
- ☐ AG **Educational Institution Membership**  
Any postsecondary vocational-technical school or college offering on-site power generation-related instruction may apply for Associate Membership—Education Institution.
- ☐ AR **Retiree Membership**  
Any individual who retires from a member company may apply for Associate Membership—Retired. This classification does not apply to any individual who is employed more than 20 hours per week.
- ☐ AF **Student Membership**  
Any individual currently enrolled at an academic institution may apply for Associate Membership—Student.

#### FOR BOARD OF DIRECTORS USE ONLY

☐ YES ☐ NO Date: \_\_\_\_\_  
Name (Print) \_\_\_\_\_  
Signature \_\_\_\_\_

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Mentor Assigned \_\_\_\_\_ Committee Interest \_\_\_\_\_

**Dues Schedule** (Use for Section 3)

	<b>Annual Dues</b>	<b>Membership Fee</b>	<b>TOTAL</b>
Manufacturer.....	\$800.....	\$200.....	\$1000
Energy Management Companies.....	\$800.....	\$200.....	\$1000
Distributor/Dealer.....	\$275.....	\$100.....	\$375
Manufacturer's Rep.....	\$275.....	\$100.....	\$375
Regular Associate Member.....	\$195.....	\$100.....	\$295
Full Associate Member.....	\$275.....	\$100.....	\$375
Retiree Member.....	\$85.....	\$0.....	\$85
Student Member.....	Complimentary.....	\$0.....	\$0

**NOTE:** A FULL 12-MONTH DUES PAYMENT MUST BE RECEIVED WITH THIS APPLICATION. The Association's Membership Year is January 1 through December 31. Dues payments that extend beyond the first Membership Year will be applied to the second year's dues.

**FULL PAYMENT MUST BE RECEIVED WITH APPLICATION.**

### 3. Membership Dues

(Please fill in the appropriate TOTAL amount from the above dues schedule.)

Membership Dues \$ \_\_\_\_\_

Membership Plaque (optional)\*\* \$ 39.95\*\*

**Florida Residents:** Add 6.5% Sales Tax to \*\* items \$ \_\_\_\_\_

Continental US Residents add \$5 shipping/handling to \*\* items. \$ \_\_\_\_\_ \*\*

Non Continental US Residents should call EGSA

Headquarters for shipping charges for \*\* items. **TOTAL** \$ \_\_\_\_\_

### 4. Payment Method

(Payable in US\$ drawn on U.S. bank, U.S. Money Order, or American Express)

☐ Check # \_\_\_\_\_ Amount \$ \_\_\_\_\_☐ Money Order☐ Mastercard ☐ Visa ☐ American Express

Card # \_\_\_\_\_ Exp. Date \_\_\_\_\_

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

### 5. Products/Services

Please describe the nature of your business (50 words or less, NOT ALL CAPS) If you are a Manufacturer's Representative or Distributor, please indicate which manufacturers you represent and/or distribute for:

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**Available Codes:**

01 ---Batteries/Battery Chargers	11 ---Generators/Alternators	21 ---Switchgear and Transfer Switches (Automatic or Manual), Bypass Isolation Switches, and/or Switchgear Panels
02 ---Control/Annunciator Systems	12 ---Governors	22 ---Trailers, Generator Set
04 ---Enclosures, Generator Set	13 ---Heat Recovery Systems	23 ---Transformers
05 ---Engines, Diesel or Gas	14 ---Instruments and controls, including meters, gauges, relays, contactors, or switches	24 ---Uninterruptible Power Supplies
06 ---Engines, Gas Turbine	15 ---Load Banks	25 ---Vibration Isolators
07 ---Engine Starters/Starting Aids	16 ---Motor Generator Sets	26 ---Voltage Regulators
08 ---Filters, Lube Oil, Fuel or Air	17 ---Radiator/Heat Exchangers	27 ---Wiring Devices or Receptacles
28 ---Fuel Cells	18 ---Relays, Protective or Synchronizing	
03 ---Fuel Tanks and Fuel Storage Systems	19 ---Silencers/Exhaust Systems/Noise Abatement	
09 ---Generator Laminations	20 ---Solenoids	
10 ---Generator Sets		

**Enter codes here:****Products sold:** \_\_\_\_\_**Products rented:** \_\_\_\_\_**Products serviced:** \_\_\_\_\_Do you buy AND sell equipment? ☐ Yes ☐ NoDo you manufacture packaged equipment? ☐ Yes ☐ No

### 6. Sponsor(s):

A "Sponsor" is an EGSA Member who interested you in filling out this application. It is not mandatory that you have a sponsor for the Board to act favorably on this application; however, if a Member recommended that you consider membership, we request that individual's name and company name for our records.

Sponsor Name \_\_\_\_\_ Company Name \_\_\_\_\_

### 7. Official Representative's Authorization

Signature \_\_\_\_\_ Date \_\_\_\_\_



## Responding to Disaster

Continued from page 25

trina produced a number of highs and lows. From the severity of the hurricane (low) to locating our people (high), to realizing the extent of the destruction (low) to the successful initial response (high), the roller coaster of emotions was stressful for all. We are now exploring support mechanisms to deal with the longer-term effects of post-traumatic stress.

**4. Stay strong to be strong.** In times of crisis a leader carries many burdens, conscious or not. We believed that a focal mantra—"Stay strong to be strong"—would help Brett Reagan, Executive Vice President and General Manager of Point Eight Power, deal with these burdens.

To be strong for others, a leader must stay strong both physically and emotionally. To stay physically strong we demanded a regimen of sleep, nutrition and exercise. To stay emotionally strong we insisted on scheduled down time to recover and reconnect with family.

**5. Don't prematurely declare victory.**

The recovery process is still in its infancy. New Orleans and the surrounding areas will require a massive reconstruction effort. Many people who were affected may not return. We made it through the first phase of recovery but have much work ahead.

Dealing with crisis made us hold a mirror to ourselves. We anticipated poorly but to date have responded well. At least now we are still in the game. ■

### About the Authors

Michael Canic is a speaker, author and principal of Edge Consulting Services in Denver, CO. Edge's focus is to make strategy happen. He can be reached at 303-537-1182 or [mcainc@edgeconsultingservices.com](mailto:mcainc@edgeconsultingservices.com)

Brett Reagan is Executive Vice President and General Manager of Point Eight Power, a Belle Chasse, LA-based company that designs, manufactures and services electrical control and distribution systems. Contact him at 504-391-6830 or [bregan@pointeightpower.com](mailto:bregan@pointeightpower.com)

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## Industry and Association News

### DynaGen Wins 2005 Entrepreneurial Award

Frost & Sullivan has announced that it has presented DynaGen Technologies Inc. with its 2005 Entrepreneurial Company Award. The leading publisher of market consulting information and intelligence on emerging high-tech and industrial markets said it gave the award after performing months of research and analysis for a new study on the North American Generator Set Controls Markets.

The annual award is given to a small company that demonstrates superior entrepreneurial ability in its industry. The award signifies the company's identification of a unique and revolutionary product solution with significant market potential and recognizes that the company's marketing strategy is sound and poised for success.

DynaGen is a leading manufacturer of generator set controls and has a 33,000 sq. ft. automated assembly plant in Sydney, Nova Scotia. For more information, visit [www.dynagen.ca](http://www.dynagen.ca).

### FEMP Sets New Motors Standard for Federal Agencies

The Federal Energy Management Program (FEMP) has issued a new mandate for federal agencies procuring premium efficient motors. EPA's 2005 section 104 requires that federal agencies procure only Energy Star-qualified products or FEMP-designated products.

Federal agencies must now use the premium efficiency definition consistent with the criteria for Energy Star and FEMP-designated products when specifying procurements involving energy-consuming products and systems. Such specifications must be included in all construction, renovation and service contracts that include provision of energy-consuming products and systems. The specifications must also be used in evaluating offers received in response to competitive solicitations.

The new FEMP specifications are based on the efficiency criteria set by the National Electrical Manufacturers Association (NEMA) Premium Efficiency Motors Program. FEMP's designation of premium-efficient motors includes medium-voltage electric motors (up to 5 kV) with rated capacities up to 500 HP.

### ANNA Wins DOE Contract

ANNA, Incorporated has announced it has been awarded a contract for Architect-Engineering Services by the Department of Energy (DOE) for the Idaho National Laboratory's Reactor Technology Complex (INL). ANNA will provide engineering services for the complex's Advanced Test Reactor—the world's largest nuclear reactor test facility—for the next seven years. For more information, visit [www.annainc.com](http://www.annainc.com).

### Saft Wins Military Contract

Saft, a leading manufacturer of high-tech batteries, has announced it has won a contract to provide mission critical power for the Active Denial System (ADS), a non-lethal defense system that employs millimeter-wave electromagnetic energy. Manufactured by Raytheon Missile Systems, the weapon features a power system developed by DRS Technologies along with Saft's advanced lithium-ion (Li-ion) battery pack.

Active Denial Technology is a breakthrough non-lethal technology that uses millimeter-wave electromagnetic energy to stop, deter and turn back an advancing adversary from a relatively long range. It is expected to save countless lives by providing a way to stop individuals without causing injury before a deadly confrontation develops. The mobile ADS is designed to operate from the High Mobility Multi-purpose Wheeled Vehicle (HMMWV).

Saft is a leading manufacturer of nickel-cadmium and primary lithium batteries for a wide range of end markets. For more information, visit [www.saftbatteries.com](http://www.saftbatteries.com).

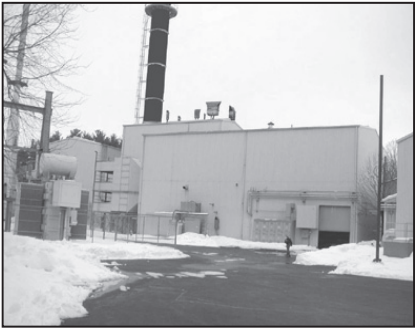
### Siemens to Build Sweden's Largest Offshore Wind Farm

Nordic Generation has awarded Siemens Power Generation (PG) a contract to construct Lillgrund, Sweden's largest offshore wind farm. The project's 110 MW installed capacity has the potential to meet the electricity demand of approximately 60,000 Swedish households. Lillgrund is scheduled to start commercial operation in late 2007. The company also announced it will provide 25 3.6 MW wind turbines to the Burbo Banks offshore wind farm in Liverpool Bay on

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444 Carpenter Avenue, Wheeling, IL 60090

the west coast of Britain. That project is scheduled for commissioning in fall 2007.

The company's Berlin manufacturing plant recently delivered its 500th gas turbine. Comprised of nearly 7,000 individual parts and requiring 10 months to assemble, the unit was built for the Knapsack combined cycle power plant, which Siemens PG is constructing for the Norwegian electric utility Statkraft. Operation is scheduled to begin in summer 2007. Since May 2005, Siemens has signed contracts to build three such plants in Germany as part of the country's efforts to renew its fleet of aging power plants. About 40,000 MW of installed capacity must be replaced by 2020. For more information, visit [www.siemens.com](http://www.siemens.com).

### JT Packard Signs Lifetouch

JT Packard has signed Lifetouch to a multi-year agreement for uninterrupted power supply services, including full service, 24/7 emergency coverage and preventive maintenance for critical power equipment. Lifetouch photographic company is comprised of several wholly owned subsidiaries, including Lifetouch National School Studios, Lifetouch Publishing, and Lifetouch Portrait Studio. For more information, visit [www.jtpackard.com](http://www.jtpackard.com). ■

# New EGSA Members

## 3-D Service .....(DD)

Contact: Robert Pyke, Generator Division Mgr.  
Phone: (330) 830-3500 Fax: (330) 830-3510  
Massillon, OH

Business: Generator sales, service and rentals.  
Ingersoll Rand Mobile generator distributor.  
Baldor Generator distributor.

## All Florida Marine .....(DD)

Contact: Carmer L. Davis III, Owner/Operator  
Phone: (772) 521-1315 Fax: (954) 785-5305  
Pompano Beach, FL

Business: Generator selection and installation based on client needs and applications, utilizing certified electrical contractors and plumbers as well as mechanical contractors when necessary. Service generators standby/emergency and marine applications. Generator sales based on client needs or purchase options as per situation. Stateline, Cummins, etc.

## Edmore Electric Co., Inc. ....(DD)

Contact: David R. Garner, President  
Phone: (989) 427-5543 Fax: (989) 427-3047  
Edmore, MI

Business: Electrical contracting firm - maintenance, installation.

## Fox Valley Technical College ....(AG)

Contact: Dan Poeschel, Department Chair  
Phone: (920) 735-5750 Fax: (920) 735-4833  
Appleton, WI

Business: Technical College in the process of developing an Electrical Power Generating Technician program. The first students will graduate in December 2006.

## GenTune LLC ..... (AE Full)

Contact: William (Pete) Hodges, Owner/Pres.  
Phone: (540) 379-8953 Fax: (540) 785-0283  
Spotsylvania, VA

## Harper Detroit Diesel Limited ... (DD)

Contact: Mark Lenarcic, Sales Mgr., Power Generation Products  
Phone: (416) 259-3281 Fax: (416) 259-4438  
Toronto, ON Canada

Business: Sales and service of generating sets and engines.

## Konrad Bednik ..... (AF)

Contact: Konrad Bednik, Student  
+43(0)4703920502 Fax: +43(0)4719020523  
Schiffbrunn, Germany

## Maxim Silencers, Inc. .... (MF)

Contact: Mickey V. Wilburn, Director of Sales  
Phone: (832) 554-0980 Fax: (832) 554-0990  
Stafford, TX

Business: The original manufacturer of industrial silencers. Maxim also provides heat recovery and catalyst systems both standard and units custom engineered to customer specifications.

## PJ Power, Inc. .... (MR)

Contact: Patrick J. Loberger, VP - CEO  
Phone: (352) 236-7908 Fax: (904) 807-4892  
Ocala, FL

Business: PJ Power, Inc. is a Manufacturer's Representative for power generation equipment and accessories. Our company also distributes parts and accessories for the diesel engine industry. Example of Representation: GAC, Master Battery Chargers, Rocore Radiators, MC

Electronics. Example of distribution: Trombetta solenoids and contactors, Reliance Genuine John Deere engine parts, GAC.

## Scardana Corporation Canada ..(DD)

Contact: Philip Rink, President  
Phone: (450) 465-2480 Fax: (450) 671-3898  
Greenfield Park, PQ Canada

## Scott's Emergency Lighting & Power Generation, Inc. ....(DD)

Contact: Wayne Scott, President  
Phone: (215) 639-1777 Fax: (215) 639-6159  
Bensalem, PA

Business: We specialize in the sale, service and installation of standby power systems.

## Sieber Energy, Inc. ....(AD)

Contact: Nigel Protter, President & CEO  
Phone: (604) 894-0116 Fax: (604) 357-1335  
Pemberton, BC Canada

Business: Sieber Energy Inc. is a pre-revenue energy technology development company. We are inventing a new approach to creating value from the energy in ocean waves. Our slack-moored double-acting point absorber technology scales from small (<10kW per unit) to large (1 MW per unit) sizes, with multiple units per wave farm. Additionally, our technology is not wavelength dependent, requires no tidal compensation, and is very low in material intensity. Our launch market is non-integrated wave/diesel hybrid applications, though we will eventually move to direct grid electricity supply.

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- **Compatibility:** The CASCADE works with three speed signals: MPU, AC Frequency and ECU. It can also operate with standard and J1939 engines.
- **Inputs & outputs:** Ruggedly protected and fault tolerant.
- **J1939:** Works directly with our PowerView gages for J1939 applications. Just plug in your gages and go. No senders required!

Contact Murphy at:  
918-317-4100 (v)  
918-317-4266 (f)  
sales@fwmurphy.com

[www.fwmurphy.com](http://www.fwmurphy.com)

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